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30 April 1979

Memorandum for the Record

Subject: Senior Review Panel Meeting with Dr. Bowie
on 26 April 1979

1. All three members of the Panel were present at a meeting on 26 April with Dr. Bowie in his office. []

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2. Amb. Leonhart opened the discussion by commenting that the Panel had reviewed some much improved draft estimates recently, citing the one on Post-Tito Yugoslavia. [] mentioned the Cuban Foreign Policy and Moroccan IIM as solid papers, and [] the [] SNIE as having shaped up well. []

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4. Amb. Leonhart referred to the upcoming NIE on Argentina and recent Panel comments on the proposed terms of reference for the estimate. He thought there might be problems with the draft which might be forestalled if Dr. Bowie could discuss the paper directly with the drafter from the State Department. (Dr. Bowie apparently had not yet read the SRP comments, dated 20 April 1979.) []

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5. Dr. Bowie stated that he was now routinely sending SRP comments along with his own views to the NIO, Office Director, drafter, etc., concerned. In the discussion it was pointed out that some SRP comments had even been distributed

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to NFIB representatives--for example, comments on the Iraq
NIE []

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6. Dr. Bowie stated that he was well satisfied with the general excellence of Panel comments and that they were very useful to him. []

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7. Amb. Leonhart raised the SRP's Talking Points paper of 18 April 1979 having to do with the NIE/IIM process, pointing out that, as the Panel had explained to Bruce Clarke, it had no intention of duplicating work in which he was engaged. The Panel's thrust concerns the substantive aspects of process as a function of setting high quality standards, whereas it understood Clarke's efforts to improve the production process emphasize sequential procedures. Dr. Bowie indicated that he had not yet read the Panel's paper. In the discussion it was pointed out that the SRP's talking points paper seemed generally consistent with the main lines of Bruce Clarke's step-by-step process paper. The Panel suggested that Dr. Bowie might wish to have its views in mind before the 1 May 1979 Production Board meeting. []

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8. Amb. Leonhart asked whether Dr. Bowie foresaw any conflicts between the Panel's role and further activities which Mr. Clarke might be undertaking. Dr. Bowie said "no"; that in his own mind, the two roles were quite different and separate. Clarke was engaged in helping him manage the production and programming system; the Panel was concerned with the improvement of the quality of that production. []

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9. Dr. Knorr stated that he had some "doubts" about the concept paper idea in the estimative process, wondering whether the conceptual framework of the paper could be adequately expressed in a short paper, and pointing out that there may be some overlap with the terms of reference. In the discussion, Dr. Bowie pointed out the nature of the concept paper, which was to explain specifically why the paper was being written at this time, and explained that the terms of reference were intended to translate the concept paper into a comprehensive outline plan as to how the estimate would be approached. Dr. Bowie emphasized how important it was for the key people involved to make more definite their conceptual thoughts in writing early in the process. []

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10. [] mentioned that he has written for the Panel several essays on the estimative problem, including an analysis of present objections within NFAC and the Community to preparing broadly ranging estimates, and a paper on providing the human resources. He wondered whether Dr. Bowie thought this was a useful effort and whether he should continue to explore these matters. []

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11. In response Dr. Bowie stated that his priorities of effort for the Panel were:

- a. Advising him on specific intelligence papers.
- b. Suggesting what other intelligence efforts should be or might be undertaken.
- c. Seeking the reactions of users to our intelligence products.
- d. Making recommendations with respect to the estimative process and the resources devoted to it. []

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12. On the larger problem of resource planning, Dr. Bowie stated that he had held four or five meetings with OPA, OER, and OGCR on a paper seeking to sort out priorities of analysis for various regions and countries in the world, indicating that this formed the basis for long term procurement of the needed talents for NFAC. He stated his intention to bring the Panel into this effort at an appropriate time. []

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13. Dr. Bowie stated that he and the DCI were "sold" on the idea of forming advisory groups of consultants, grouped by region and by a few selected topics, who would be brought in every six months or so to discuss in some depth with the analysts concerned the trends underway and forces coming into play with regards to each region or subject. He did not, during this conversation, request any intervention by the Panel in this matter. []

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William Leonhart

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